

MGT 591: Managing Sustainability for Competitive Advantage

Evening MBA Progress—Spring 2017 (SLN 16301 & 16306)

6:00 - 10:00 p.m., Tuesday & Thursday, MCRD 276

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Office Hours Available without appointment in the classroom 30 minutes prior to each class session or by appointment (email to arrange)

Educational objectives	2
Course materials and Blackboard	2
Electronics in the classroom	2
Due dates for assignments	2
Grading and learning	2
Grading mechanics	3
Maximizing your learning and your grade	3
The insurance value of the written assignments	4
A caveat and a copyright notice	4
Relevant ASU policies	5
Academic integrity & the W. P. Carey School of Business Honor Code	5
Key dates	5

Educational objectives

The objectives of this class are to provide students with an understanding of the changing role of sustainability in firm strategies and with the knowledge needed to view sustainability in the context of a firm's overall strategy, identify sustainability-related opportunities and threats, understand the costs, benefits and risks of sustainability-related strategies, and maximize the probability of success for such strategies. At the personal level, it should equip the student to be part of the conversation about sustainability at any firm. As part of these objectives, the class will introduce students to various organizations and publications that may be useful resources in the future.

The W.P. Carey School of Business has established the following learning goals for its graduate students: **critical thinking**, communication, **strategic decision making** and ethical leadership. The class touches on all four goals to some degree, with items in bold having significant coverage.

Course materials and Blackboard

There is no required textbook for the class. All material will be available via Blackboard. If you have any problems accessing material from Blackboard, please alert me as soon as possible.

Detailed information regarding learning objectives and assignments for each class session is available on Blackboard. You will submit all of your coursework electronically via Blackboard. I will use Blackboard's announcements to convey any developments regarding the class. You are responsible for any information announced.

If you want to learn more about the sustainability in business, particularly from the perspective of strategy, I can suggest two textbooks that are both pretty good.

- *The Sustainable MBA: A Business Guide to Sustainability* by Giselle Weybrecht
- *Sustainable Strategic Management* by Jean Garner Stead and W. Edward Stead

Electronics in the classroom

To enhance everyone's learning experience, please do not use laptops, smartphones or other such devices in class. The exception is using a tablet, flat on your desk, in airplane mode, for referring to material during class sessions. Please speak to me in advance for permission to use a recording device in class.

Due dates for assignments

There will be a written assignment each week. To receive credit, it must be turned in via Blackboard *prior to each class session*. Due dates are also indicated in Blackboard.

Grading and learning

Grading mechanics

You earn your course grade based on the course score you achieve: A+ (97 to 100); A (94 to 96); A- (90 to 93); B+ (87 to 89); B (84 to 86); B- (80 to 83); C+ (77 to 79); C (73 to 76); E (72 or lower).

Your course score is your final exam score, with possible downward adjustments made for participation problems and with a possible upward adjustment made for homework quality. That is all explained below.

Please don't look for grade negotiations outside of the syllabus. There are no extra credit assignments in this course, and there is no rounding to the next grade.

Maximizing your learning and your grade

Put a lot of effort into preparing for each class session. I've designed the course so that the homework interlocks with the in-class activity. Quality class preparation will enable you to get the most out of the in-class discussions, analysis, and activities, and it will help you do your best on the exam. And, the written assignments will serve as a form of insurance against doing poorly on the final exam, as I explain below.

The following are the coursework elements that you will control and that together determine your course score.

1. Exam At the end of the course, you will take a final exam that will cover all of the learning in the course. I'll post a spec sheet for the exam on Blackboard so that you will know exactly what to expect.

The final will be a take-home final, I will make it available on Blackboard at **8:00 a.m., Friday, February 24**. It will be due at **10:00 p.m., Monday, February 27**.

I'll designed the exam to be fair, but challenging, also reflecting that you will have two other finals that weekend. I predict a normal distribution of scores on the exam, with the median score at approximately 86.

As I've indicated above, for many students your exam score will be your course score. However, there are exceptions to that rule based on your participation and homework, as I explain next.

2. Participation in Class Your learning and the learning of your classmates is affected by your participation. The classroom is a safe environment for you to practice speaking up and expressing, testing, and defending your ideas. Your active involvement will increase the amount you remember, how well you are able to integrate new material with prior material, and your ability to draw analogies so that you can apply your learning to new situations. Your participation will add to your enjoyment and learning and to everyone's learning. Your participation will sharpen your ability to think on your feet and strengthen your communication skills.

My expectations are that you are in attendance and come well prepared for each class session, and that your participation in class contributes positively to the learning environment. *I reserve the right to lower your final course score if you deviate from those expectations*, although I expect that step will be necessary infrequently.

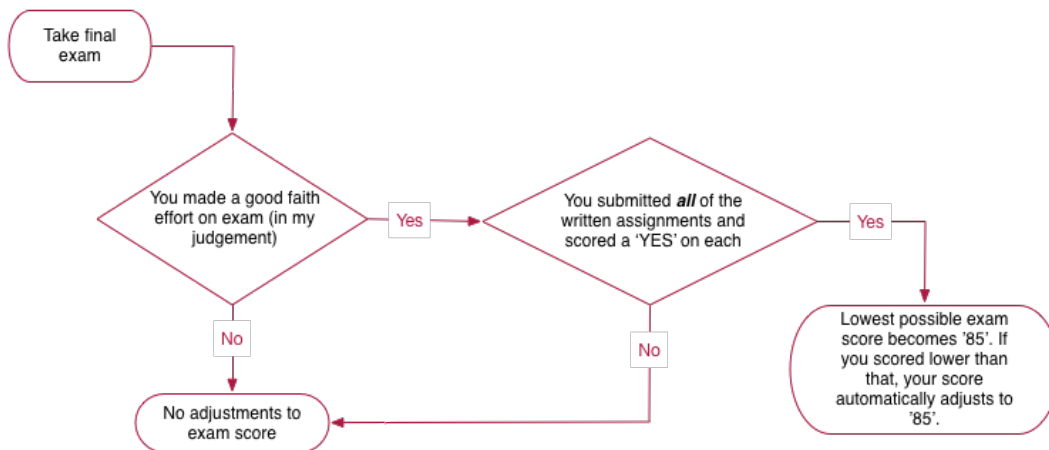
If you have good justification for missing a session or part thereof-including absences allowed by ASU policy (see "Accommodation for Religious Practices," ACD 304-04, at <http://www.asu.edu/aad/manuals/acd/acd304-04.html>, and "Missed Classes Due to University-Sanctioned Activities," ACD 304-02, at <http://www.asu.edu/aad/manuals/acd/acd304-02.html>-and provide me with ample prior notice, I can work with you on a case-by-case basis to develop alternative expectations and deliverables.

3. Homework Before each class session you will have homework, such as videos to watch, articles/cases to read, and websites to visit. In addition, there is a written assignment due prior to each class session that builds on all that material. You'll find instructions for each of those written assignments on Blackboard.

I will score each written assignment as either 'YES', meaning that you met the standards for the assignment, or 'NO' meaning that you did not (or that you did not submit by deadline). I've designed the written assignments to focus and enhance your learning in the course. If you put effort into the written assignments you will get much more out the course than if you do not. In addition, they serve as a form of insurance against bombing the final exam. Here is how that works:

The insurance value of the written assignments

Your good faith efforts on the written assignments will indicate that you put significant effort into the learning in this course. This will protect you against getting a very poor exam score, as follows:



A caveat and a copyright notice

The information in this syllabus, with the exception of grade and absence policies, is subject to revision during the course if I find it necessary. If I make any substantive changes I'll give you reasonable notice and post those changes on Blackboard.

All course content provided by your instructor, including on-line and in-class content, and including lectures on video and in-class, as well as written materials distributed to the class, is under copyright protection.

Relevant ASU policies

1. Of course, we do not condone or tolerate threatening behavior. You can read more about this in the Student Services Manual under “Handling Disruptive, Threatening, or Violent Individuals on Campus” at <http://www.asu.edu/aad/manuals/ssm/ssm104-02.html>.
2. It is possible, although unlikely, that you will find something in the course to be offensive. It will help me greatly if you talk to me about this personally so that I can become aware and discuss it with you individually. Alternatively, you can contact the chair of the Management Department, Trevis Certo, at Trevis.Certo@asu.edu.
3. When requesting accommodations for a disability, be sure you are registered with the Disability Resource Center (DRC) at ASU. You can then submit the appropriate documentation from the DRC.

Academic integrity & the W. P. Carey School of Business Honor Code

You can and should reread the W. P. Carey MBA program and ASU policies and procedures on Academic Integrity found at <https://my.wpcarey.asu.edu/mba/evening/academics/policies.cfm>. Is there anything about the application of those policies and procedures to this course and its assignments that is unclear to you? If so, it is your responsibility to ask me for clarification.

It is expected that students will neither participate in nor condone activities such as cheating or plagiarism. You are expected to do your own work on all individual exercises and the exams. By placing their names on assignments, students are affirming that the contents are their original work. Consulting work done by students in this course in other platforms or in previous years is a violation of academic integrity. Penalties for academic integrity violations range from a full 2-letter reduction in final course grade (at a minimum) to expulsion from the program and School of Business. Any subsequent act of academic misconduct, regardless of severity, will result in dismissal from the program and the School of Business.

Key dates

January 2 - 6	Pre-Quarter. Note that 2 assignments are due at the start of class.
February 25, 8:00 a.m.	Final exam distributed
February 27, 10:00 p.m.	Final exam due